

SECTION 3. COLISEUM-S PROCESS

This section describes the customer's need for intelligence information and the production requirement process. As outlined in paragraph 3.1, the RFI/PR process is composed of five general sub-processes within COLISEUM-S, each providing distinct, but seamlessly integrated, capabilities. Following discussions of production requirements and the purpose of COLISEUM-S, in paragraphs 3.2 and 3.3, respectively, each of the functional processes within COLISEUM-S and how they are used is presented.

3.1 COLISEUM-S Processes

The intelligence production management environment embodied in COLISEUM-S encompasses several functional processes. These include:

- RFI/PR Registration
- RFI/PR Validation
- Production Assignment
- Production Dissemination
- RFI/PR Closure

3.2 Request for Information (RFI)

An RFI is defined as “a customer's need for intelligence information, documented in terms of specific geographical and functional areas, whether in a peacetime, crisis, or war situation”. Crisis- and war-related RFIs require more immediate attention and are normally satisfied with a one-time intelligence product (or response). Each RFI's content includes essential elements that are required to clearly define the request for intelligence (some may be optional for crisis-related RFIs). These key elements include:

- RFI Subject
- Origin of Request
- Description of Request
- Request Justification
- Target Country(s)

- Intelligence Function Code(s) (IFC)
- Media Identification
- Dissemination Information

3.3 COLISEUM-S' Purpose

COLISEUM-S was developed to provide an automated implementation of the DoD Intelligence Production Program (DoDIIP) management infrastructure to augment and facilitate the process of responding to requests for information and production requirements. COLISEUM-S insures that:

- RFIs and PRs are validated, deconflicted, and managed;
- Activities against RFIs/PRs are assigned and managed;
- Responses to RFIs/PRs are forwarded correctly to the customer and other identified and authorized organizations;
- Customer satisfaction is assured and resource allocation is efficient.

The automation of the intelligence needs process ensures customer satisfaction and efficient resource allocation by capturing key components of the intelligence production program for intelligence production. Through automation of the requirements management process, intelligence consumers, producers and managers benefit from the guarantee that limited personnel, fiscal and intelligence gathering resources are focused on satisfying legitimate intelligence information needs that do not unnecessarily duplicate other production efforts elsewhere in the community. These information needs may be providing support for either crisis or non-crisis military operations, a non-military governmental agency - or they may identify longer-term scheduled production requirements.

The Intelligence Needs Process is depicted in Figure 3-1, and demonstrates how COLISEUM-S fits into the overall process at the structural level. This process begins with a stated intelligence need formulated as a requirement by the “war-fighter”. This requirement is passed to the Intelligence Information Needs Manager (IINM)/ Supporting Intelligence Office (SIO) where it is reviewed, validated and registered. Once the intelligence need enters the system, it is henceforth referred to as an RFI. The RFI may also be packaged as a single RFI or as multiple RFIs at any point in the process. If the RFI cannot be answered by the IINM/SIO with available intelligence or organic resources, it is forwarded to the Validating Office (VO) for validation, review, and assignment (or rejection). Satisfied RFIs are returned directly to the requestor by the supporting intelligence office.

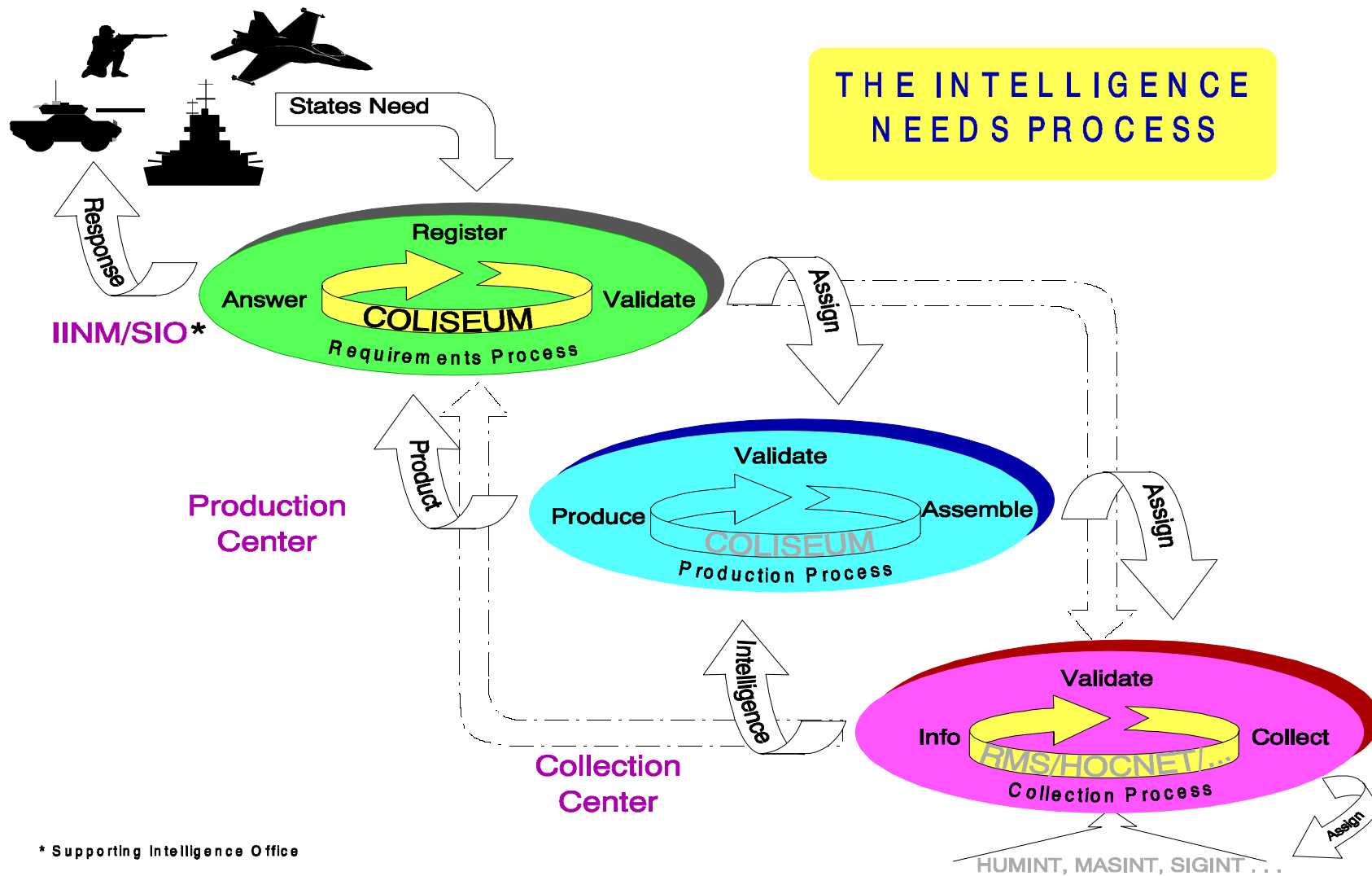


Figure 3-1. The Role of COLISEUM in the Intelligence Needs Process. COLISEUM supports the management, tracking, and report generation for Intelligence Requirements at all stages of the process.

The VO reviews each RFI and will validate the RFI in terms of the verified mission and need of the originator, "need-to-know" of the originator, and validity of the request. The VO may reject the RFI, answer it using existing products or organic resources available to him, or assign the RFI as a production requirement (PR) to a production center responsible for either the area of responsibility (AOR) or the subject matter of the PR. Rejections (with accompanying justification) are returned to the war-fighter through the servicing supporting intelligence office. Only validated production requirements that have not been answered are sent to the responsible production center(s) to be satisfied. (Typically, RFIs are answered by the IINM/SIO, and only those of a PR nature, requiring production longer term production, are forwarded to a production center).

COLISEUM-S will automatically notify a production center, whether primary or collaborative, when a RFI/PR has been assigned by the IINM/SIO. The process which occurs within the production center is not unlike the one which takes place within the supporting intelligence office. The production center validating official will review the PR forwarded by the SIO, which by now contains sufficient, validated data to assist the production analyst to assemble a response, or product. The production center VO may use an established internal process for assigning the PR to an analyst or will be able to take advantage of the automated features provided by COLISEUM to assign (and track) the PR.

From existing current intelligence, the analyst responsible for satisfying the PR may assemble the product, and using the Production Center Response capability provided by COLISEUM, transmit a response back to the supporting intelligence office. If the production center determines that intelligence needs to be collected to augment or otherwise complete a product, a collection requirement (CR) will be assigned to the applicable collection center. Much as COLISEUM maintains tables and information pertinent to the proper assignment of PRs to production activities, COLISEUM, when expanded to support the production center process to include CR assignment, will maintain like tables applicable to the assignment of CRs to a responsible collection center.

It is important to note that the entire intelligence needs process is one of "input, process, output", and that this process is applied at all levels - whether the application of this process takes an overall functional approach or a subsystem approach. Primarily, the war-fighter is the customer with the intelligence need, and as depicted in the Figure, requirements (whether production or collection) are reviewed, validated and assigned from the top down and answered from the bottom up by those who can best provide the level of detail needed to satisfy the requirement.

3.4 RFI/PR Registration

Customers not having direct access to COLISEUM-S are required to communicate with their supporting intelligence office to register their information need and establish an RFI within COLISEUM-S. Those customers having direct access to COLISEUM-S may register their information need and establish an RFI by providing essential elements of information via the COLISEUM-S graphical user interface. The information provided by the customer is used to track

and manage the RFI(s). Essential identifying elements specific to an RFI entered by a COLISEUM-S user include:

- RFI Subject
- Origin of Request
- Description of Request

Other essential information is generated by COLISEUM-S but may also be changed (within a predefined set of options) by the user. This information includes:

- Country Code(s)
- IFC Code(s)
- Media Code
- Fiscal Quarter/Fiscal Year Information

Once Country Code and IFC information has been assigned, COLISEUM will automatically generate the appropriate Primary and Collaborative producers based on the “lanes-of-the-road” matrix described in the DoDIIP documentation. The initial priority is also displayed on similar “lanes-of-the-road” information stored in the COLISEUM database. These data elements are further addressed and described in the COLISEUM Requirements Definition Document (RDD), and are used by COLISEUM in order to efficiently track and respond to a PR.

Once the RFI record is created, an RFI/PR number is assigned by COLISEUM-S. The RFI/PR number is a unique, system-generated identifier that is used within COLISEUM for identification purposes only and is not intended for use as a means of tracking or managing RFIs/PRs outside of COLISEUM. This identifier is primarily used to associate any information gathered for or about an RFI/PR to the correct parent RFI/PR. It is also used to follow the RFI/PR within COLISEUM and to report the status of an RFI/ PR, again within COLISEUM. More information specific to the management and satisfaction (satisfactory completion) of an RFI/PR is added during the validation and tasking steps of the RFI/PR process (refer to the COLISEUM RDD).

3.5 RFI/PR Validation

Validation of a production requirement to satisfy an RFI is critical to insuring that the PR is forwarded to an intelligence production center having the expertise, resources, and area of responsibility necessary to satisfy the PR in the most cost efficient manner possible. The PR validation process:

- Ensures the customer's mission encompasses the stated intelligence need;
- Ensures the customer has the appropriate security clearance for the requested information;
- Certifies that the customer's stated intelligence need is legitimate;

- Identifies previously produced products that may satisfy (partially or completely) the stated intelligence need;
- Identifies previously existing RFIs/PRs requesting the same or similar information, and deconflicts the production requirement;
- Determines whether or not internal resources can satisfy the RFI/PR;
- Determines whether the RFI/PR will be assigned as stated or split into multiple RFIs/PRs;
- Assigns the PR to a production organization(s).

During the validation process, one of the following actions will occur:

- The RFI may be rejected and the requesting customer will be notified of the rejection and the reasons for the rejection;
- The RFI may be satisfied by internal assets, such as previously existing products or internally existing knowledge;
- The RFI may be broken out (resulting in new, tailored RFIs). This occurs when the original RFI requests information that covers a broad, multifaceted area. The original RFI is then broken up into smaller, more specific RFIs. Each of these RFIs may then be satisfied more easily than the original RFI;
- The RFI may be validated and forwarded up the chain of command;
- The RFI may be assigned as a production requirement (PR).

Once a PR has been validated, several pieces of pertinent information are added to the COLISEUM database to assist with monitoring and tracking the progress of the RFI/PR. COLISEUM maintains an audit, or history, capability for each RFI/PR. The original RFI number and subject, which are carried over from the original RFI are used enable this tracking mechanism. These fields, therefore, cannot be modified beyond this point. The remaining data carried over from the original RFI can be modified, if necessary, to break apart a multifaceted PR. It is the responsibility of the VO to insure that appropriate information is forwarded to the assigned production element regarding the level of detail required by the PR, any requirements for periodic updates, the required information presentation media, and the priority of the PR.

Supporting intelligence offices reside at several organizational levels within DoD. Each of the Services has subordinate organizations and separate activities. The number of echelons to be involved in reviewing and validating an RFI/PR differs for each customer depending on the organizational level of the customer organization within the Service's organizational hierarchy. In

addition, the Unified Commands have component commands and Joint Task Forces (JTFs). Each RFI is forwarded to the Service, Unified Command, DIA, or National-level organizations for review and validation. If the supporting intelligence office or any organization in the chain of command has the capability to address the RFI, they may have their own organization's production assets provide part or all of the requested intelligence. Final validation authority for the RFI, as well as the responsibility for tasking a production center, rests with the VO. Each RFI must be forwarded for validation through each VO at each organizational level within the appropriate chain of command. Only the VO may assign the RFI as a PR to an external production element.

3.6 Production Assignment

Production assignment can be accomplished at any level in the chain of command. If the PR can be satisfied at the current echelon, it does not need to be forwarded up the chain of command to higher echelons. Instead, each of the supporting intelligence offices may assign their own organization's production assets to provide part or all of the requested intelligence. By capturing production assignment information in COLISEUM, the ability to provide accountability - as well as a method for tracking PR production activities, location, and current status - is insured.

3.7 Production Dissemination

The dissemination of requested intelligence provides the original customer with an Intelligence Product, or identifies an Intelligence Product from which the requestor can obtain the information required to satisfy the original Intelligence Need. Ideally, the Intelligence Product will be electronically disseminated over the DoDIIS DSNET-1 (SIPRNET) using GCCS or JDISS-S workstations.

Unless otherwise directed, electronic dissemination will be directed not only to the customer but also to the Joint Intelligence Center (JIC), Service Chief, Unified Command, National-level organization, and Service Production Center. In some cases in which a customer does not have electronic access to receive a response to their RFI, it becomes the responsibility of the supporting intelligence office to insure that the RFI response information is forwarded to the customer. COLISEUM generated E-mail is envisioned as the optimum choice for short, quick-turnaround PR responses, as well as for customer notification of the existence of an intelligence product, or presentation of an abstract of an Intelligence Product (IP). The requirement for dissemination of hard-copy products, however, remains valid and must be specified in the PR.

3.8 PR Closure

Some PRs may remain open after they have been satisfied. PR's that are deemed to have valid ongoing production requirements (and with longer-term suspense periods) will remain open in order to assist with the realignment of production resources and to identify gaps and shortfalls in collection/production resources or capabilities.

Closure of a PR occurs at the point when no further action may be accomplished relative to the PR. In order for a PR to be closed, one of the following conditions must apply:

- The PR was rejected during the validation phase. As indicated in paragraph 3.4, there are a number of reasons a PR could be rejected. If the PR is rejected, the requestor is notified by an Email message originating from COLISEUM, which contains the reason for rejection. Even though the PR is closed, however, it will remain in the system for management, tracking, and reporting purposes;
- The requested intelligence cannot be obtained by the time the Latest Time Intelligence of Value (LTIOV) period expires. In this case, the Office of Primary Responsibility (OPR) responsible for satisfying the PR must notify the requestor. The requestor is able, at this time, to change the LTIOV and continue to seek the information, or to direct that the PR be closed due to the non-availability of the requested intelligence information to the LTIOV. This type of closure requires maintenance in COLISEUM-S of information pertaining to the inability to obtain the requested intelligence and, therefore, to satisfy the PR. Communications regarding closure are accomplished via Email using COLISEUM-S generated messages. Even though the PR is closed, it will remain in the system for management, tracking, and reporting purposes;
- The PR is satisfied. When an Intelligence Product or product identification information is disseminated to the customer, the PR information in COLISEUM is updated to reflect completion and satisfaction of the PR. The requestor is notified via a COLISEUM generated Email message that the intelligence is available and how it may be obtained. In the event that the response is short, the response may even be part of the Email message to the customer. If the intelligence provided to the requestor satisfactorily meets the needs of the PR, the requestor will close the PR;

If the customer is not satisfied with the response, it is the customer's responsibility to annotate the COLISEUM PR record to this effect. Resolution of the problem with the PR response may require a more detailed description of the request, and/or further negotiation between the requestor and producer regarding suspense dates and/or the type of product. In this event, it is the responsibility of the intelligence producer to determine whether or not the PR is still within the scope of the original PR or whether a new PR must be created.

Once a PR is closed, COLISEUM archives the information gathered for the PR (tasks, messages, other PRs). Produced intelligence, or a reference to it, is also archived for future reference when the intelligence is disseminated. To ensure COLISEUM database integrity, and to provide support for production requirements management needs, the VO also has the authority to close any PR. It is recommended, however, that this VO privilege be used sparingly and be exercised only when absolutely necessary.